

ADOPTED GOALS and OBJECTIVES for Fiscal Year 2023-2024

GREATER NEWPORT AREA VISION 2040

In 2040, Greater Newport is the heart of the Oregon Coast, an enterprising, livable community that feels like home to residents and visitors alike. We live in harmony with our coastal environment - the ocean, beaches and bay, natural areas, rivers, and forests that sustain and renew us with their exceptional beauty, bounty, and outdoor recreation. Our community collaborates to create economic opportunities and living-wage jobs that help keep the Greater Newport Area dynamic, diverse, and affordable. We take pride in our community's education, innovation, and creativity, helping all our residents learn, grow, and thrive. Our community is safe and healthy, equitable and inclusive, resilient and always prepared. We volunteer, help our neighbors, support those in need, and work together as true partners in our shared future.

The City Council met in Council Chambers on Monday, January 30, 2023 from 9 AM to 3:25 PM to develop goals and objectives for the fiscal year beginning July 1, 2023.

Schedule for Goal Approval

The schedule for developing goals for Fiscal Year 2023-2024 is as follows:

January 30, 2023	Goal Setting Work Session.
February 6, 2023	Approve Draft Report for 2023-2024 Goals.
February 21, 2023	Review of Draft Goals by Vision 2040 Advisory Committee and Provides Comments to Council.
February 24, 2023	Review of Draft Goals and Comments by Staff to Incorporate in Report for Council.
February 28, 2023	Review of Goals by Budget Committee.
March 6, 2023	Public Hearing and Possible Adoption of Goals.

After hearing presentations from Department Heads on various departmental issues, reviewing advisory committee goals and department goals, as well as a summary of various planning efforts that were previously done in the City of Newport, the Council proceeded with developing the draft goals and objectives for the fiscal year beginning July 1, 2023 and ending June 30, 2024. The Council first reviewed each goal and objective that was included in the adopted report for Fiscal Year 2022 – 2023 to update those items. City Council

members also identified other specific goals or objectives for the coming fiscal year and wrote down those ideas on 5 x 8 index cards. At the end of the meeting, Council members were requested to limit their individual ideas to no more than seven index cards. Those cards were then categorized and placed for prioritization by the Council. Council members were provided seven stickers to individually identify their significant priorities to be added to the revised list of goals and objectives reviewed by Council earlier. This was to determine the issues that are collectively most important. Items with three or more stickers have been included as a goal or objective in the draft 2023 – 2024 report.

The Council goals and objectives for this next fiscal year are organized by the six focus areas identified in the Greater Newport Area Vision 2040 Plan. The Greater Newport Area 2040 Vision Plan can be found at the following link: https://newportoregon.gov/dept/cdd/documents/Vision2040/Vision2040_Final_Draft.pdf

In 2020, the format for the Council Goal Setting work session was changed to create a process of longer-term goals and objectives expected to be carried out during the next fiscal year. This allows for longer-range planning for multiyear efforts, and provides direction from Council to staff and committees as to the priorities of the City Council, not only for the coming year but beyond. This step was taken as one of the recommendations from the Vision 2040 Advisory Committee.

For purposes of this report, the following items are used:

Goals are typically broader in scope and identify intended outcomes concerning one or more functions for the City.

Objectives help translate goals into actionable items with specific deliverables, and may be tied to budget resources or the commitment of staff time necessary to achieve that goal.

Strategies are identified with each goal and objective, and relate to the strategies included in the Greater Newport Area Vision 2040 Plan.

Additional Ideas are concepts that were identified by the City Council at the January 10 Goal Setting session. They are included for informational purposes only.

Each of the Council goals are followed by specific objectives for Fiscal Year 2023-2024. These objectives are the actionable items that Council desires to be implemented in this next twelve-month period. The objectives with budgetary impacts will be specifically addressed in the budget proposed by the City Manager for Fiscal Year 2023-2024.

On March 6, 2023, the City Council unanimously adopted the following Goals and Objectives for Fiscal Year 2023-2024.

A quarterly report will be provided on the status of the top 25 objectives identified by Council in July, October, January and April through this next fiscal year. A summary of the status of the remaining objectives will be provided for next year’s goal setting and at the end of the fiscal year.

\$ -- Listed objective has budgetary impacts. These impacts will be reported in the City Manager's Budget Message.

-- The objective has been identified as a top 25 priority with reports being issued to Council on a quarterly basis.

2023-2024 ADOPTED GOALS and OBJECTIVES

A. ENHANCING A LIVABLE REGION

In 2040, the Greater Newport Area is an enterprising, livable community that feels like home to residents and visitors alike. We have carefully planned for growth with well-maintained infrastructure, affordable housing for all income levels, robust public transportation, diverse shopping opportunities, and distinct, walkable districts and neighborhoods.

Council Goals

A-1 Invest in upgrades to the City's water distribution and storage tank systems. (Vision Strategy A1) 5+ years

Objectives for 2022-2023

A-1(a) Proceed with request for proposals to award a contract to update the City's Water Master Plan. (Vision Strategy A1) \$

A-2 Improve maintenance activities of the City street system. (Vision Strategy A1) 5+ years

Objectives for 2022-2023

A-2(a) Evaluate and implement the use of a system to proactively identify and potholes for repair in city streets. (Vision Strategy A1) #

A-3 Make safety improvements on US 101 at NE 57th Street and the movie theater driveway. (Vision Strategy A10) 5+years

Objectives for 2022-2023

A-3(a) Proceed with a request for proposals and initiate preliminary engineering to identify options for redesigning the intersection at US 101 and NE 58th Street. (Vision Strategy A10) \$

A-4 Increase supplies of affordable and workforce housing, including rentals for the community. (Vision Strategy A2) 5+ years

A-4(a) Develop bilingual educational materials to promote and encourage homeowners to consider building accessory dwellings on their principal homestead properties as allowed by law with information being available electronically on the City website. (Vision Strategy A2)

A-4(b) Initiate implementation of the housing production strategy recommendations approved by Council to promote additional housing in the city.
(Vision Strategy A2) #

A-5 Complete pedestrian safety amenities throughout the community. (Vision Strategy A11) 5+ years

Objectives for 2022-2023

A-5(a) Complete discussions with ODOT on narrowing traffic lanes to build a pedestrian walkway on US 101 from 25th Street to 36th Street.

(Vision Strategy A11) #

A-5(b) Coordinate with FHWA, BLM and ODOT in getting the federally funded Lighthouse Drive to Oceanview Drive bike/pedestrian project into a formal agreement that includes public engagement, opportunities, and outlines when improvements will be designed and constructed. (Vision Strategy A11) #

A-5(c) Initiate a request for proposals for design and permitting, of a pedestrian-activated, signaled crosswalk at US 101 and NE 60th Streets. (Vision Strategy A11) # \$

A-5(d) Proceed with a scope for improvements and award a contract for the Harney/US 20 safe routes to school project to be funded by ODOT and Urban Renewal. (Vision Strategy A11) # \$

A-6 Establish a trolley to move visitors, employees, and residents between Nye Beach, the Bayfront and Downtown. (Vision Strategy A16) 2.5 years

Objectives for 2022-2023

A-6(a) Meet with Lincoln County Transit, ODOT and others to determine feasibility costs of operating a trolley or shuttle. (Vision Strategy A16)

A-7 Acquire property in the Big Creek Reservoir watershed. (Vision Strategy A1) 5+years

Objectives for 2022-2023

A-7(a) Contract for the development of a watershed management plan that identifies property acquisition needs. (Vision Strategy A1) # \$

B. PRESERVING & ENJOYING OUR ENVIRONMENT

In 2040, the Greater Newport Area lives in harmony with its coastal environment. Our ocean, beaches and bay, natural areas, rivers, and forests sustain and renew us with their exceptional beauty, bounty and outdoor recreation. We retain our connection to nature, protecting our land, air, water, natural habitats, and promoting more sustainable ways of living.

Council Goals

B-1 Invest in upgrades to the City's sanitary sewer collection system. (Vision Strategy A1) 5+ years

Objectives for 2022-2023

B-1(a) Proceed with design and construction of phase 1 wastewater projects including North Side dechlorination project (NDP) and influent pump station pipe replacement (IPS-PR) as recommended in the Wastewater Master Plan. (Vision Strategy B1) \$

B-2 Invest in upgrades to the City's storm sewer collection system. (Vision Strategy A1) 5+ years

Objectives for 2022-2023

B-2(a) Seek funding, issue a request for proposals, and contract for updating the City's Storm Water Master Plan. (Vision Strategy B4)

B-3 Modernize and upgrade the wastewater treatment plant. (Vision Strategy A1) 2-5 years.

Objectives for 2022-2023

B-3(a) Proceed with the first year upgrades as identified in the Wastewater Treatment Plant Master Plan. (Vision Strategy A1)

B-3(b) Develop a plan to finance necessary improvements and capacity upgrades as identified in the Wastewater Treatment Plant Master Plan. (Vision Strategy A1) # \$

B-4 Review and implement cost-effective priorities from the Parks and Recreation Master Plan for implementation. (Vision Strategy B3) 2.5 years

Objectives for 2022-2023

B-4(a) Pursue options for universal beach access at Nye Beach. \$

B-4(b) Implement a free day at the Recreation Center on a monthly basis to promote membership. (Vision Strategy B3) # \$

B-5 Evaluate the implementation of a dark sky lighting plan for the City. (Vision Strategy B5) 2-5 years

Objectives for 2022-2023

B-5(a) Determine the feasibility of utilizing the energy savings through the use of LED fixtures and more efficient placement of outdoor lighting to help expedite implementation of the dark sky street lighting system for the City. (Vision Strategy B5)

B-5 (b) Review model ordinances for the development of dark sky regulations for private outdoor lighting in the city. (Vision Strategy B5)

B-6 Develop long-term climate action plans for the City of Newport. (Vision Strategies B5, B9) 2-5 years

Objectives for 2022-2023

B-6(a) Further develop and implement sustainability information on measures the City can implement in our day-to-day operations to reduce environmental impacts. (Vision Strategy B9) \$

B-6(b) Determine the feasibility of a solar farm and battery storage at the municipal airport. (Vision Strategy B5) # \$

B-6(c) Prioritize strategies to adapt the city to address conditions created by climate change. (Vision Strategy B9) # \$

B-7 Promote gray water diversion and home storage rainwater. (Vision Strategy B1) 1 year

Objectives for 2022-2023

B-7(a) Utilize the Water Conservation Work Group to review existing ordinances and determine current provisions that would need to be amended to promote gray water diversion and rainwater storage. (Vision Strategy B1)

B-8 Implement conservation methods to reduce the use of water within the Greater Newport Area. (Vision Strategy B9) 2-5 years

Objectives for 2022-2023

B-8(a) Support the efforts of the Water Conservation Work Group to review methods to reduce drinking water use by residents, commercial and industrial businesses in the City of Newport. (Vision Strategy B9)

C. CREATING NEW BUSINESSES & JOBS

In 2040, the Greater Newport Area collaborates to create economic opportunities and living-wage jobs that help keep Newport dynamic, diverse, and affordable. Our economy is balanced and sustainable, producing living-wage jobs in the trades and professions, while supporting new start-up companies and small businesses based on local talent, entrepreneurship, ideas, and resources.

COUNCIL GOALS

C-1 Develop opportunities for buildable lands and utilization of existing structures for creating new businesses and jobs. (Vision Strategy C9) 5+ years

Objectives for 2022-2023

C-1(a) Seek state funding to update the City's commercial/industrial buildable lands inventory. (Vision Strategy C3)

C-1(b) Proceed with developing an agreement for the South Beach property owned by Urban Renewal. (Vision Strategies C5, C8, C9) \$

C-1(c) Proceed with the annexation of unincorporated properties that are islands within the incorporated city limits. (Vision Strategies C3, C8) # \$

C-1(d) Develop a plan between Engineering and Community Development to outsource various consultation projects outlined in the South Beach Refinement Plan through the close of the South Beach Urban Renewal District in 2027. (Vision Strategies C3, C8)

C-2 Support business growth, development, and financial sustainability at the airport. (Vision Strategy C4) 5+ years

Objectives for 2022-2023

C-2(a) Pursue commercial air service to support economic development in Newport, including NOAA and other business needs. (Vision Strategy C14)

C-3 Revitalize the City Center and US 20 core areas of the City of Newport, including a variety of mixed uses. (Vision Strategies A5, C3, C8, C9, C7) 5+ years

Objectives for 2023-2024

C-3(a) Identify strategies to enhance and improve the economic vitality of the City Center area as part of the City Center Revitalization Plan that can be supported by direct investment of Urban Renewal resources. (Vision Strategies A5, C3, C7, C8, C9) # \$

C-3(b) As part of the City Center revitalization strategy, determine the preferred option for addressing mobility needs through City Center by either constructing a short couplet, or removing parking from US 101 and 9th Street to accommodate traffic,

bicycle and pedestrian traffic through this critical part of the community. (Vision Strategies A5, C3, C9, A3, A10, A11) \$
C-3(c) Identify a public gathering location as part of the City Center revitalization plan. (Vision Strategy A5) \$
C-3(d) Determine a permanent location for the Newport Farmer's Market as part of the City Center revitalization plan. (Vision Strategies A5, C15) # \$

**C-4 Implement Recommendations of the Parking Plan. (Vision Strategies C1, C3, C8, C9)
2-5 years**
Objectives for 2023-2024

C-4(a) Implement the parking management system, including paid parking, permit parking and adjusting time limits for parking in the Bayfront area. (Vision Strategies C8, C9) \$
C-4(b) Initiate discussions with Nye Beach businesses and residents regarding appropriate permit and timed parking solutions for the Nye Beach area.

D. LEARNING, EXPLORING, & CREATING NEW HORIZONS

In 2040, the Greater Newport Area takes pride in our community's education, innovation, and creativity, helping all our resident learn, grow, and thrive. Our schools are appropriately funded through diverse means of support to meet the highest standards of educational achievement. Our college and university prepare students for rewarding lives and productive careers. The arts and opportunities for creative expression and learning are high quality, diverse, and available and accessible to everyone.

Council Goals

D-1 Provide sufficient funding to support public arts. (Vision Strategy D3) 5+years

Objectives for 2022-2023

D-1(a) Maintain City funding for the arts in 2023-2024 Budget. (Vision Strategy D3) # \$

E. IMPROVING COMMUNITY HEALTH & SAFETY

In 2040, the Greater Newport Area is safe and healthy, equitable and inclusive, resilient and always prepared. We volunteer, help our neighbors, and support those in need. Our community's physical, environmental, social, and economic assets allow all of our residents, including families and children, young people, and seniors to live healthy lives and find the support and services they require, including excellent, affordable, and accessible healthcare and childcare.

Council Goals

E-1 Replace the Big Creek Dam. (Vision Strategy E5) 5+years

Objectives for 2022-2023

E-1(a) Develop information to inform the Greater Newport Area of the critical need to replace the Big Creek Dam. (Vision Strategy E5) \$

E-1(b) Proceed with design and permitting for the replacement of Big Creek Dam. (Vision Strategy E5) # \$

E-1(c) Conduct emergency preparedness planning regarding the dam failure. (Vision Strategy E5) \$

E-1(d) Continue efforts at identifying funding for dam replacement. (Vision Strategy E5) \$

E-1(e) Pursue an appropriation for funding under the Water Resources Development Act authorization of \$60 million for the City of Newport for Dam replacement. (Vision Strategy E5) \$

E-2 Continue with efforts with Listos (grass roots emergency preparedness program tailored to Spanish speaking communities) Training. (Vision Strategy E5) 2-5 years

Objectives for 2022-2023

E-2(a) Renew Listos training. (Vision Strategy E5)

E-3 Implement recommendations from the Homelessness Task Force. (Vision Strategy E7) 2-5 years

Objectives for 2022-2023

E-3(a) Participate in the Affordable Housing Partners meetings to discuss strategies on managing homelessness. (Vision Strategy E7)

E-3(b) Identify areas where temporary outdoor shelters could be installed with portable toilets and garbage disposal operated by a non-profit organization. (Vision Strategy E7)

E-3(c) Evaluate future installation of Portland loos in key locations in the community. (Vision Strategy E7)

E-3(d) Pursue efforts to create a permanent overnight shelter. (Vision Strategy E7) #

E-3(e) Participate in the House Bill 4123 Advisory Board to develop a five-year strategic plan for addressing homelessness in Lincoln County, and work toward establishing a county-wide office on homelessness. (Vision Strategy E7) # \$

E-4 Evaluate Fire Service needs for the community. (Vision Strategy E6) 2-5 years

Objectives for 2022-2023

E-4(a) Evaluate relocating the fire training facility from the North Side pump station to the airport. (Vision Strategy E6)

E-5 Re-establish the position of school resource officer (Vision Strategy E6) 1 year

Objectives for 2022-2023

E-5(a) Continue efforts to fill positions in the Police Department so that the City can resume placing a school resource officer in the schools. (Vision Strategy E6)

E-6 Enhance coordination among social services, non-profits, and local government to collaborate in all actions to guide creation of a healthier community. (Vision Strategy E4) 5+ years

Objectives for 2022-2023

E-6(a) Participate in the quarterly Community Health Improvement Plan meetings to discuss opportunities to collaborate with health organizations to create a healthier community. (Vision Strategy E4)

E-7 Expand affordable and accessible childcare capacity in the Greater Newport Area. (Vision Strategy E9) 2-5 years

Objectives for 2022-2023

E-7(a) Continue facilitating community discussions on need efforts to expand childcare options for families in the Greater Newport Area. (Vision Strategy E9) #
E-7(b) Expand childcare services at the Recreation Center. (Vision Strategy E9) #

F. FOSTERING COLLABORATION & ENGAGEMENT

In 2040, the Greater Newport Area's local governments and public agencies, schools and higher educational institutes, businesses, local employers, nonprofits, community groups, faith-based institutions, and residents work together as true partners in our shared future. Governments reach out to engage and listen to residents, involve them in important plans and decisions, and collaborate for a better community in a rapidly changing world.

Council Goals

F-1 Utilize the Greater Newport Area Vision 2040 strategies as a foundational document for ongoing public processes, planning and decision making. (Vision Strategy F2) 5+ years

Objectives for 2022-2023

F-1(a) Develop a plan including funding to sustain active coordination of the Greater Newport Vision beyond the funding provided by the Ford Family Foundation. (Vision Strategy F2) \$

F-1(b) Retain a consultant to conduct a five-year review and update of the Greater Newport Area Vision 2040. (Vision Strategy F2) \$

F-2 Increase involvement of younger generations in community issues. (Vision Strategy F9) 5+ years

Objectives for 2022-2023

F-2(a) Work collaboratively with the school district students, and others, to establish a youth council. (Vision Strategy F9)

F-2(b) Evaluate the possibility to add a position for youth on various City Advisory Committees. (Vision Strategy F9)

F-3 Foster an inclusive organization and community that embraces diversity in ethnicity, race, age, gender identity, sexual orientation, self-identity, and perspectives consistent with our slogan “The Friendliest”. (Vision Strategy F5) 5+years

Objectives for 2022-2023

F-3(a) Conduct outreach for prospective candidates to diversify City staff as well as membership on City committees, boards, and panels to ensure that all community voices are represented in discussions in City policies. (Vision Strategy F5)

F-3(b) Support and seek out opportunities to collaborate with local partner organizations on cultural programming by collaborating on these programs during the fiscal year. (Vision Strategy F5) \$

F-3(c) Develop and publicize a process to address complaints of bias or discrimination relating to the City of Newport. The City commits to develop a specific protocol, or set of protocols, to investigate and respond to grievances with the goal of eliminating systemic bias within our organization. (Vision Strategy F5)

F-3(d) Provide diversity, equity, and inclusion (DEI) training to employees and volunteers. (Vision Strategy F5) # \$

F-3(e) Collaboratively develop means for culturally competent and inclusive communications. (Vision Strategy F5)

F-4 Support continued transparency with communication with the citizens of the City of Newport. (Vision Strategies F1, F5)

Objectives for 2023-2024

F-4(a) Update the City’s website navigation to provide information about the City of Newport in a culturally competent and inclusive manner. (Vision Strategies F1, F5) \$

F-4(b) Create a public information officer position. (Vision Strategies F1, F5) # \$

G. OTHER ORGANIZATIONAL ISSUES

As part of the goal setting process, the City Council establishes goals that do not fall directly in line with specific Vision Strategies. The goals are specific to the operational issues for the City of Newport.

Council Goals

G-1 Address long-term financial sustainability planning for the City of Newport. 2-5 years

Objectives for 2022-2023

- G-1(a) Review the Five-Year Financial Sustainability Plan as part of the 2022-2023 Preliminary Budget Committee Meeting.
- G-1(b) Implement recommendations in the Recreation Business Plan. Maximize use and reduce the subsidy necessary for this facility. \$
- G-1(c) Review a way to financially support reduced fees for low-income users of the Recreation Center. # \$
- G-1(d) Develop sustainable funding to maintain and resurface/reconstruct the City street system. #
- G-1(e) Proceed with a utility rate study to incorporate the necessary structure to support the City's water sewer and storm utility systems, including major upgrades to the wastewater treatment plan and local funding necessary for Big Creek Dam. \$
- G-1(f) Advocate for increased flexibility to utilize the tourism portion of the transient room tax to assist with road replacement and public safety services. #
- G-1(g) Identify financial resources to maintain City facilities, parks, and other buildings in accordance with the Facilities Master Plan that was conducted by Dude Solutions. #

G-2 Implement purchasing procedures to reduce costs and improve accountability and transparency of these expenditures. 1 year

Objectives for 2022-2023

- G-2(a) Complete and implement updated purchasing and public contracting policies for the City of Newport.
- G-2(b) Provide training for all City staff involved with purchasing and public contracting on the policy adopted by the City Council.

G-3 Improve methods for revenue collection. 2-5 years

Objectives for 2022-2023

- G-3(a) Complete staffing transitions in the Finance Department and get new staff trained and up-to-speed on various financial practices.
- G-3(b) Implement procedures to improve the collection of miscellaneous fees, fines and other revenues that help support various City services. #
- G-3(c) Develop a routine practice to regularly place liens on properties for unpaid property-related bills.
- G-3(d) Evaluate new collection procedures with the goal of reducing uncollectable accounts while considering the cost and benefit of the procedure.

G-4 Continue to expand access to city services through the use of technology. 5+years

Objectives for 2022-2023

G-4(a) Provide public access to specific components of the City's GIS system. \$

G-5 Build a strong and healthy work place culture within the City organization 1 year

Objectives for 2022-2023

G-5(a) Review and implement, where feasible, recommendations from the Employee Culture Strategic Plan. \$

G-5(b) Complete the revisions to the Employee Handbook.

H. ADDITIONAL IDEAS IDENTIFIED BY COUNCIL

During the January 30, 2023 Goal Setting session, the Council generated a number of ideas that were categorized as part of the goal setting process. This report includes the new ideas that were generated by the City Council during the Goal Setting session. Please note that these ideas are in addition to approximately 75 draft objectives that served as a starting point for developing the priorities for the next fiscal year. The number shown in parentheses following the various ideas for goals and objectives indicates the number of Council members that prioritized that particular concept. If there is no number included in the parentheses following the idea, then the idea was generated by a Council member, but not prioritized for moving forward at this time by any Council members. The ideas shown in bold are those ideas that have been incorporated in the previous section of this report as a goal and/or objective for Fiscal Year 2023-2024.

Airport

- **Airport solar farm with storage (4) Objective B-6(b)**
- Adjust leases for FedEx, UPS, Ameriflight (2)
- Promote current commercial development at the airport (1)

Environmental

- **Prioritize and implement strategies to adapt the city to conditions created by climate change, including public education (4) Objective B-6(c)**
- Seek funds for a forest management plan for the city of Newport (2) # Objective A-7(a)
- Proceed with a watershed purchase program (1)
- Pursue Dark Sky initiative (1) # Objectives B-5(a), B-5(b)
- Replace the broken lights on the north side of City Hall
- Conduct vegetation management at Nye Beach Turnaround
- Develop a watershed management plan, including acquisition of property by the City, land trust or similar organizations # (Objective A-7(a))
- Recognize that Newport will be a climate refuge and make plans as to how this would be accommodated in the City of Newport. # Objective B-6(a)
- Promote the City to become plastic free

Facilities/Infrastructure

- **Relocate the fire training facility to the airport to make room for the improvements at the North Side pump station (3) Objective E-4(b)**
- **Insure there is an ongoing site for the Farmer's Market within City Center as part of the strategic planning effort (3) Objective C-4(d)**
- Establish a pothole hotline utilizing phone, text or QR code reporting
- (2) Objective A-2(a)
- Update Golf Course Drive (1)
- Increase the Urban Growth Boundary (1)
- Add City Center-based dog park (1)
- Build a covered pavilion for year-round activities for a warming shelter or Farmer's Market.
- Prioritize steps in funding for wastewater treatment plant improvements. # Objectives B-3(a), B-3(b)
- Provide funding for new sea lion docks

Human Resources

- **Create a public information officer position (4) Objective F-4(b)**
- Implement a language pay differential for individuals fluent in languages other than English (1)
- Hire a person to support the audit and budget processes (1)
- Identify appropriate work spaces for employees (1)
- Increase the salary range at the rec center
- Hire a marketing and web specialist
- Hire a city arborist

Miscellaneous

- Address rules and regulations to promote RV Park development in the city to address housing needs (2)
- Identify the resources needed to put in place a property maintenance code (2)
- Transition to paperless Council and Committee meetings
- Drop Granicus for Council/ Committee meetings to utilize a more accessible platform

Parks and Recreation

- **Implement a free day at the rec center once a month to promote the use of these facilities (3) Objective B-4(b)**
- Develop a program to have volunteers adopt certain areas to keep maintained and to enhance landscaping on Newport's main streets (2)
- Empower the tree board to assess a fee for trees cut for replanting and trimming
- Establish a heritage tree board
- Establish a weed board to eradicate Scotch Broom and English Ivy in the city

Social Services

- **Facilitate the development of a homeless shelter with a nonprofit organization to run the shelter (6) Objective E-3(d)**

- Develop policies for increasing housing and livability within the community that addresses parking, building dimensions, balance between retail commercial, and promotes safe pedestrian and traffic access (1)
- Provide the necessary support for HB 4123 Homelessness Initiative. # Goal E-3
- Facilitate a process of connecting housing opportunities with housing providers to simplify and streamline the process for getting individuals into housing, particularly subsidized housing
- Promote the childcare programs within the city # Objectives E-7(a), E-7(b)

*Please note that the items with a pound sign have been partially addressed by existing objectives identified by the City Council.